

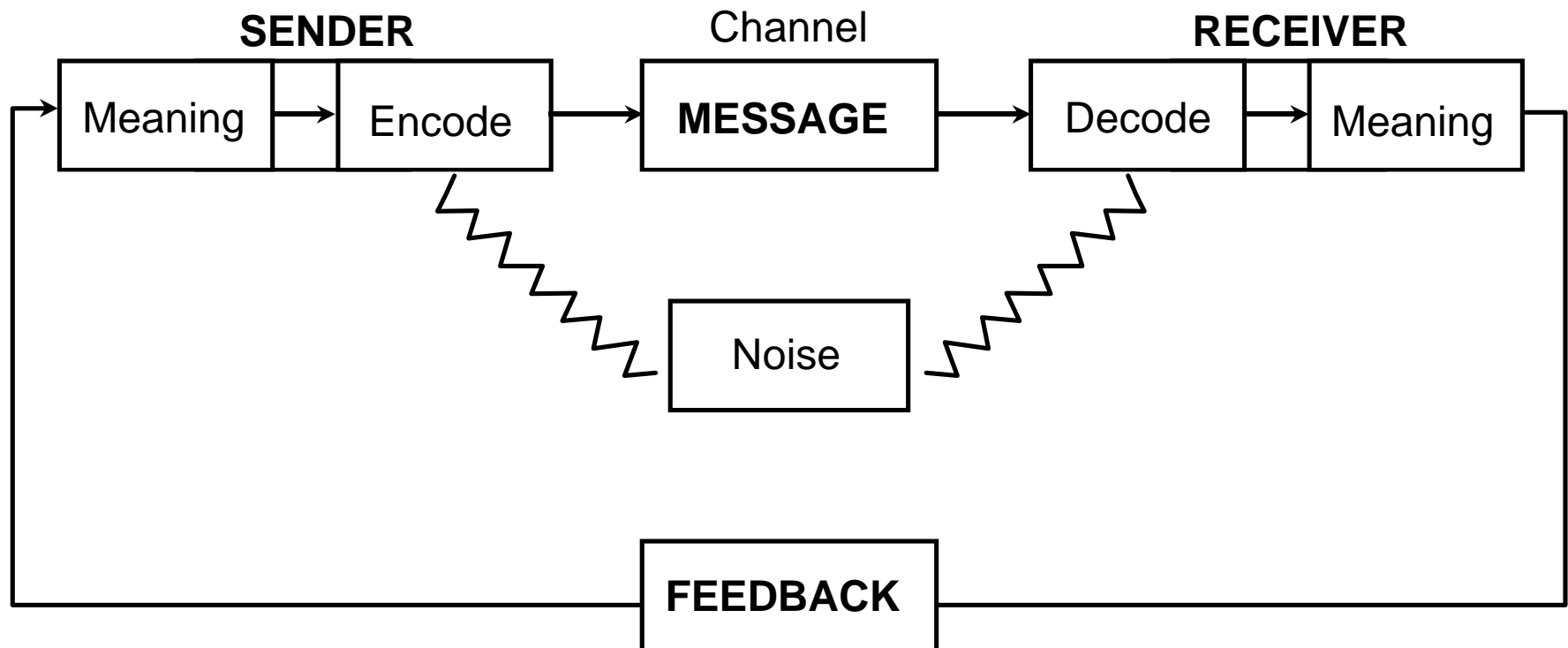
Module 2

Communication Skills

Upon completion of this module, you will be able to:

- Identify the basic principles of communication
- Give and receive constructive feedback
- Recognize the value of individual preferences in terms of the Keirsey Temperament Sorter
- Identify temperament's impact on the communication process

Four Basic Elements of Communication



Sender and Receiver

Factors that affect how well the sender communicates and the receiver understands the message.

- The words used
- Nonverbal cues
- Experience
- Attitude
- Abilities
- Perception



Perception



Message

- Determined in part by the accuracy of the information you are trying to get across
- Operational definitions are critical.



Feedback

Communication to a person
(or team) regarding the effect that
person's behavior has on another
person or on the team.



Benefits of Constructive Feedback

- Improves effectiveness
- Helps the team assess progress
- Builds trust among team members
- Promotes a supportive atmosphere
- Prevents "hidden" agendas and gossip



Do Not Give Feedback When . . .

- You don't know much about the context of the behavior.
- The feedback is about something the person cannot change.
- The other person seems low in self-esteem.
- You are feeling low in self-esteem.
- Your purpose is not really improvement.
- The circumstances are inappropriate.

The Team Handbook, page 6-26

How to Give Feedback

- Be descriptive
- Don't use labels
- Don't exaggerate
- Speak for yourself

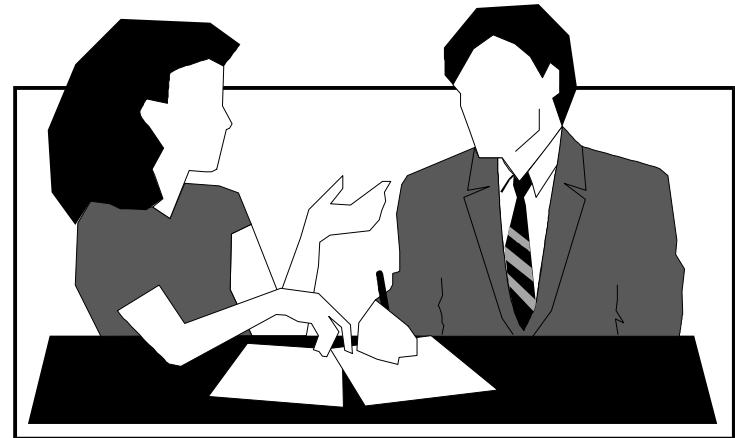


How to Give Feedback (cont.)

- Talk first about yourself, not about the other person
- Phrase the issue as a statement, not a question
- Restrict your feedback to things you know for certain
- Help people hear and accept your compliments when giving positive feedback

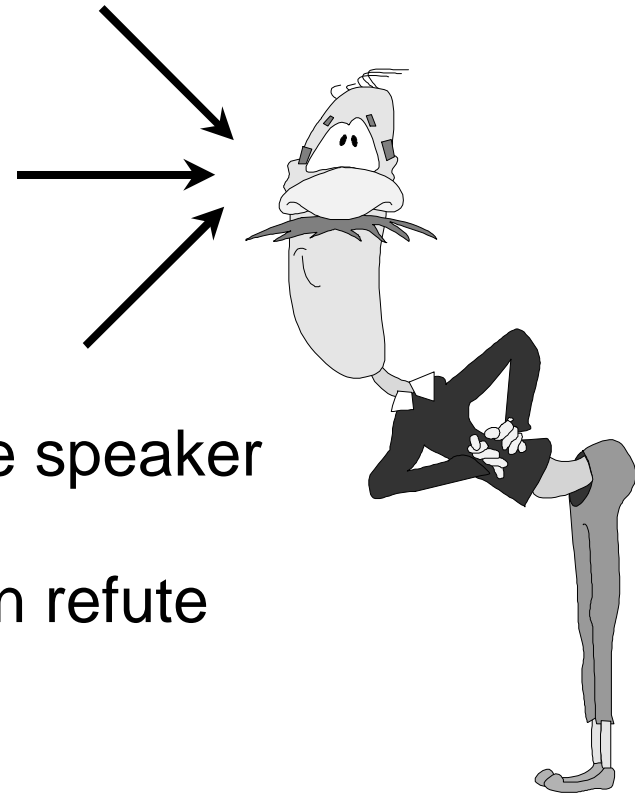
How to Receive Feedback

- Breathe
- Listen carefully
- Ask questions for clarity
- Acknowledge the feedback
- Acknowledge valid points
- Take time to sort out what you heard



Guidelines for Effective Listening

- Get ready to listen
- Relax; tune in to the words
- Give your whole attention to the speaker
- Listen to understand rather than refute
- Control your emotions



Barriers to Effective Listening

- Talking
- Assumptions
- Emotions
- Quick evaluation
- Rapid thought



Helpful Listening Behaviors

- Stop talking
- Take turns talking
- Ask questions
- Don't interrupt
- Show interest



Helpful Listening Behaviors (cont.)

- Concentrate on what's being said
- Control your emotions
- Listen for what is not said
- Don't jump to conclusions

Effective Communication Guidelines

- Seek self knowledge
- Live a pattern of cooperation
- Listen to others to understand
- Control the desire to pass judgment
- Question listeners to check for understanding
- Protect the other person's ego

Barriers to Effective Communication

- Directing
- Threatening
- Preaching
- Advising without being asked
- Lecturing
- Judging
- False praising and agreement
- Ridiculing
- Distracting

Extravert/Introvert Dimension

Where Do You Prefer to Focus Your Attention?

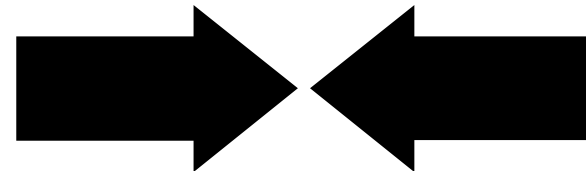
Extravert



Prefers to focus on the outer world of people and ideas

Key Words: active, outward, sociable, people, many, expressive, breadth

Introvert



Prefers the inner world of ideas and impressions

Key Words: reflective, inward, reserved, privacy, few, quiet, depth

Extravert/Introvert Dimension_(cont.)

Extravert

- Energized by what goes on in the outside world
- Prefer to communicate by talking rather than by writing
- Need to experience the world
- Like variety and action
- Tend to learn best by doing first, then reading about it

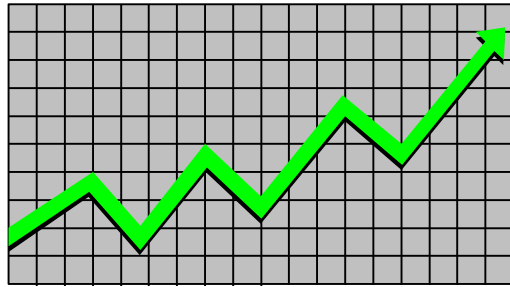
Introvert

- Like quiet for concentration
- Are interested in the idea behind the job
- Are comfortable when work is to be done inside their heads
- Want to understand the world before they experience it
- Often think before they act
- May prefer to learn by reading rather than talking or experiencing

Sensing/Intuitive Dimension

How Do You Acquire Information?

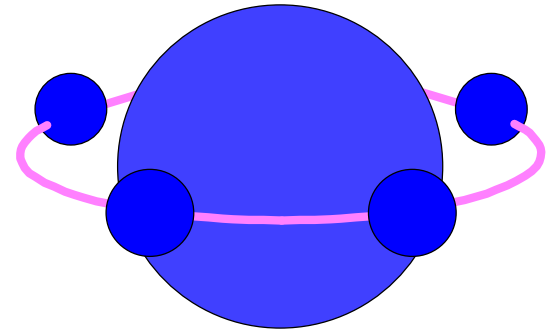
Sensing



Focuses on the present and on concrete information

Key Words: details, present, down-to-earth, no-nonsense, practical, facts, sequential, directions, repetition, and conserve

Intuitive



Focuses on the future with a view toward patterns and possibilities

Key Words: patterns, future, imaginative, innovative, random, hunches, variety, anticipation, and change

Sensing/Intuitive Dimension (cont.)

Sensing

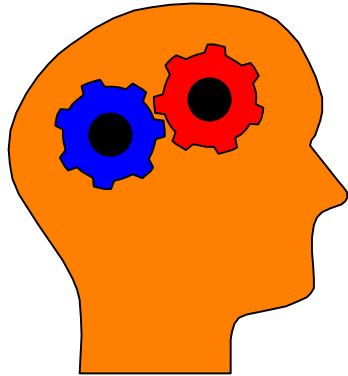
- Use their eyes, ears, etc.
- Appreciate the realities of a situation
- Tend to accept and work with what is given
- Are good at remembering and working with facts
- Tend to be realistic and practical

Intuitive

- Tend to look at the big picture
- Try to grasp essential patterns
- Grow expert at seeing new possibilities
- Value imagination and inspiration

Thinking/Feeling Dimension

How Do You Make Decisions?



Thinking

Base decisions on logic and objective analysis

Key Words: head, objective, cool, justice, impersonal, criticize, analyze, precise, and principles

Feeling



Base decisions on values and on subjective evaluation of person-centered concerns

Key Words: heart, subjective, harmony, caring, appreciative, empathize, persuasion, and values

Thinking/Feeling Dimension (cont.)

Thinking

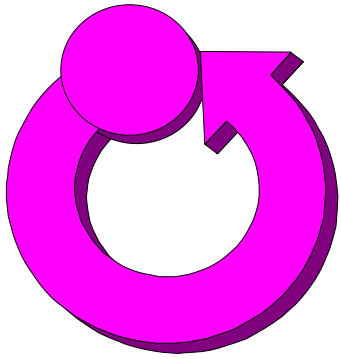
- Tend to decide objectively and logically
- Make decisions by analyzing and weighing evidence
- Seek an objective standard of truth
- Good at analyzing what is right and wrong with a situation

Feeling

- Base decisions on what is important to themselves or to other people
- Decide on the basis of person-centered values
- Like dealing with people
- Tend to be sympathetic, appreciative, and tactful

Judging/Perceiving Dimension

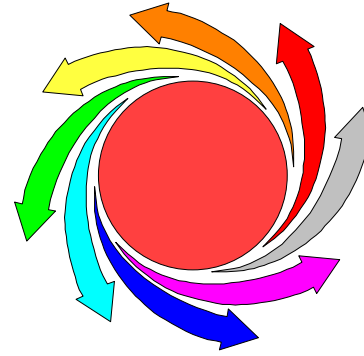
How Do You Orient Toward the Outer World?



Judging

Prefer a planned, organized approach and to have things settled

Key Words: organized, structure, control, decisive, deliberate, plans, deadlines, productive, closure



Perceiving

Prefer a flexible, spontaneous approach to life

Key Words: flexible, flow, experience, curious, spontaneous, openness, wait, discoveries, and receptive

Judging/Perceiving Dimension

Judging

- Tend to live in a planned, orderly way
- Like to regulate life and control it
- Make decisions, come to closure, then carry on
- Tend to be structured and settled

Perceiving

- Like to live in a flexible, spontaneous way
- Resist making decisions
- Seek to understand rather than to control a situation
- Prefer to stay open to experience

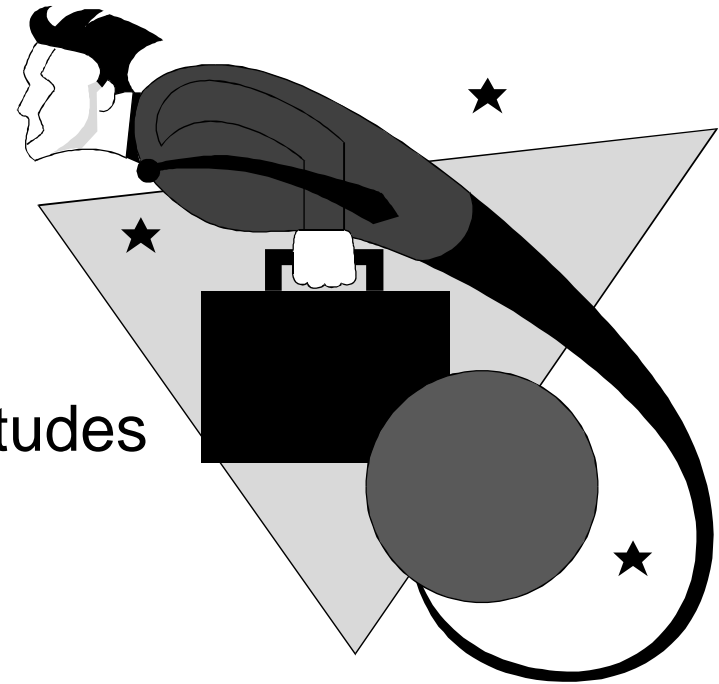
Intuitive Thinkers (NTs): The Architects and Visionaries

- See patterns and possibilities
- Are perfectionists
- Like to develop capabilities
- Can be *perceived* as arrogant
- Are spontaneously critical



Intuitive with Feeling (NF): The Catalysts

- Desire for self-knowledge
- "Becoming" is everything
- Like transmitting ideas and attitudes
- Create dependencies



Sensing with Judgment (SJ): The Traditionalists

- Value honesty, integrity, fairness, etc.
- Are good at managing day-to-day operations
- Are realistic about errors and shortages
- Are down to earth
- Tend to do things the same way



Sensing with Perception (SP): The Troubleshooters

- Live for action
- Like to respond to impulse
- Work well in a crisis
- Tend to get bored easily



Summary

- Elements of communication
 - Sender
 - Receiver
 - Message
 - Feedback
- How to give and receive constructive feedback
- Temperament and its impact on communication